

SECRET

TO ALL WHOM IT MAY CONCERN:

SYSTEM FOR PLANNING A NEW PRODUCT PORTFOLIO

Patent Application /0544MH-36340

CROSS-REFERENCE TO RELATED APPLICATIONS

1 The present application claims the benefit of US Provisional Application
2 60/158,654, filed 8 October 1999, titled INTEGRATED SYSTEM FOR
3 CONSTRAINT-BASED PORTFOLIO AND PIPELINE OPTIMAZATION, which is
4 hereby incorporated by reference. It also contains material in common with co-
5 pending US utility applications No. _____, attorney Docket No.
6 0544MH-36339, titled SYSTEM FOR SCHEDULING PRODUCT PLANNING,
7 and No. _____, attorney docket No. 0544MH-36338, titled
8 SYSTEM FOR PLANNING A NEW PRODUCT RELEASE, both filed concurrently
9 herewith, and both hereby incorporated by reference.

BACKGROUND OF THE INVENTION

1. Field of the Invention:

11 The present invention relates generally to planning systems, and more
12 particularly to a system and method for planning a portfolio of new products to be
13 developed.

2. Description of the Prior Art:

15 In today's marketplace, development of new products to be brought to
16 market is becoming of increasing importance. In many industries, product life
17 cycles are becoming shorter, increasing the importance of new product planning

1 and introduction. Planning of new products is usually based upon a decision by
2 management as to what new products will sell the best, and hopefully provide the
3 best profit margins for the company.

4 ~~It is difficult for a company to determine whether it is selecting the best mix~~
5 ~~of new products to be developed. Because of shorter product lifetimes, the~~
6 ~~development process itself must be carefully planned so that new products can~~
7 ~~be brought out in a timely manner. Bring out new products too late can have a~~
8 ~~devastating impact on a company's profit margins.~~

9 Previously, there did not exist adequate tools to assist corporate
10 management in planning and defining a proper portfolio of new products to be
11 developed. Most companies know what current products are doing well, and
12 which are contributing to the corporate profits, but have less knowledge about
13 which new products under consideration will best contribute to profits in the
14 future.

15 Planning systems can be used to plan for product development and allocate
16 resources. However, the impact on profits of developing different possible
17 combinations of new products is generally unknown. Because timing
18 considerations can have such a great impact on overall profitability of a new
19 product, timing of its introduction is of primary concern. Present planning tools
20 available to corporate planners do not allow the impact on future profits to be
21 determined for different scenarios for introducing new products.

03
1 It would be desirable to provide a system and method for planning
2 development of new products that could consider the impact of product
3 development schedules on product profitability. It would be further desirable for
4 such a system to enable planners to a cost of product development as well as
5 impact on future profits.

003007" 52043560

SUMMARY OF THE INVENTION

1 In accordance with the present invention, a planning system for developing
2 new products includes resource and projected financial performance information as
3 inputs. By selecting various combinations of possible new products to develop, a
4 planner can determine a product mix that maximizes future profits as well as can
5 actually be implemented using available resources. A product development
6 schedule is generated along with projected financial information.

00000T"52048960

BRIEF DESCRIPTION OF THE DRAWINGS

1 The novel features believed characteristic of the invention are set forth in the
2 appended claims. The invention itself however, as well as a preferred mode of use,
3 further objects and advantages thereof, will best be understood by reference to the
4 following detailed description of an illustrative embodiment when read in
5 conjunction with the accompanying drawings, wherein:

6 Figure 1 is a diagram outlining a preferred new product planning process;

7 Figure 2 is a high level block diagram illustrating a preferred approach to
8 new product planning;

9 Figure 3 is a diagram illustrating the use of alternative projects for
10 developing a product;

11 Figure 4 is a diagram illustrating a plurality of tasks contained in a project;

12 Figure 5 is a diagram illustrating a project having tasks organized in phases;

13 Figure 6 is a sample set of financial projections over time; and

14 Figure 7 is a data flow diagram illustrating utilization of the preferred
15 planning system.

DESCRIPTION OF THE PREFERRED EMBODIMENT

1 The system and method described below is useful for planning the
2 development of new product portfolios to be developed. In order to assist a planner
3 in determining an optimum mix of new products, resources and financial results
4 must both be considered. If a new product development project is later than
5 planned, significant loss of potential profits may occur. Therefore, the process for
6 scheduling new product development must include such financial information in
7 order to obtain the best results. A preferred system for assisting planners in their
8 task is referred to herein as a portfolio planner, that is, a system to assist in
9 planning a portfolio of new products to be developed.

10 ~~Figure 1 illustrates the planning process generally at a high corporate level.~~
11 The portfolio planner system resides on a server 10 which is accessed directly or
12 indirectly by the various people involved in the planning process. Those people
13 include program managers and resource managers 12 who preferably access the
14 server 10 through one or more web servers 14. program managers and resource
15 managers 12 access a login web page 16 that gives them access to the underlying
16 web pages 18 used to manipulate data and generally access an underlying
17 ~~database 20.~~

18 Portfolio analysts 22 access the portfolio planner server 10 through various
19 scenario building tools 24 not available to program and resource managers 12. A
20 portfolio team 26 makes final decisions as to which products are to be developed,

1 and determines the various high level strategies to be implemented. They are
2 assisted in their decision making by the analysts 22. It will be appreciated by those
3 skilled in the art that this division of work is only a preferred suggestion, and other
4 high level relationships will work with the system described below.

5 Figure 2 indicates the type of information used by the system to develop an
6 optimum portfolio. Planning engine 28 accepts inputs and generates development
7 plans as described below. Users 30 both provide initial inputs to planning engine
8 28, and assess results that are generated. Planning engine 28 uses various types
9 of data as inputs, and modifies data as the planning process proceeds. Data
10 regarding projects 32 is used to define what steps are necessary to develop each
11 new product under consideration. Data regarding the resources 34 available to
12 develop new products is required, as is information regarding the financial models
13 36 that project the impact on profits of developing each product by a set of
14 introduction dates.

15 A feature that adds to the usefulness of this system is that forward looking
16 financial models are incorporated into the development planning strategy. Because
17 late product introduction can have such a devastating impact on the profit
18 contribution made by a product over its lifetime, it is necessary to consider timing
19 effects in order to develop a useful product development plan. As is discussed in
20 more detail in connection with Figure 6, the present system provides that different
21 profit projections be provided for various new product introduction dates.

1 Some portions of the preferred system are similar in nature to planning
2 systems known in the art. Various portions of the preferred system are described in
3 connection with Figures 3 through 5.

4 ~~Referring to Figure 3, each product under consideration for development~~
5 ~~may be developed by one or more alternate projects. In this example, Project A~~
6 ~~can be developed by a project X 40, which is currently selected as the active~~
7 ~~project for this project. Only one development project is planned for any single~~
8 ~~project, to prevent different development projects for a product from being pursued~~
9 ~~simultaneously. Portfolio planners can select alternate projects, such as project Y~~
10 ~~42 or Project Z 44, to assess the impact on overall profitability and scheduling of~~
11 ~~these alternate projects, but only one project at a time is selected.~~

12 Referring to Figure 4, any given project 46 is comprised of a sequence of
13 tasks. A simplified sequence of tasks 48 – 58 is shown in Figure 4, and assumes
14 that two components are needed to be developed to come up with a new product.
15 In many cases, many of the components in a new product can be reused from
16 earlier products, and integrating them is the primary concern.

17 Tasks have constraints that are used to sequence them for planning
18 purposes. Some tasks must be completed before others, and a set of constraint
19 rules is provided to enforce the proper ordering. Other tasks can be complete in
20 parallel, with component development not depending on the development of some
21 of the other product components. These relationships are expressed as a set of
22 constraint rules for each project. The Planning engine enforces these constraints

1 of the first phase, and a probability of 80% can be assigned, for example, to second
2 phase 76. In this example, assume that the probability of executing the third phase
3 78 is 50%, once the second phase is completed.

4 The resources that will be used by project 62 are multiplied by the
5 appropriate probabilities when resource allocation is performed at the planning
6 stage. Thus, the resources that would be needed by the second phase 76 are
7 multiplied by 0.8 to take into account the lesser probability that they will be needed
8 at all. For the third phase 78, the required resources are multiplied by $0.8 * 0.5 =$
9 0.4, because the third phase depends on both a decision to be made after second
10 phase 76 completion (50%) and the probability that the second phase will be
11 performed (80%). The resources normally required for each phase are multiplied
12 by the product of all preceding phase probabilities to reach a resource allocation
13 multiplier for that phase for planning purposes.

14 An important part of the preferred system is the inclusion of financial
15 modeling in the product development planning process. As described above,
16 expected profits over the lifetime of a product are a function of the introduction date
17 of the product, as well as numerous other factors. In general, creating a model
18 projecting the financial return to be expected for a product is known in the art. The
19 preferred system requires that a series of financial projections be run in order to
20 assist the planning process.

21 Figure 6 illustrates a simple example of the time element as it relates to the
22 ~~profit projections used in the preferred embodiment.~~ A graph 74 includes three

1 profit curves 76, 78, 80 which are shifted in time to represent different product
2 introduction dates. IN this example, the peaks of the curves diminish as the
3 product is introduced later. At some point, there may be only minimal profits if the
4 product is introduced too late. The total profits over the lifetime of a product is
5 found by integrating under the separate profit curves.

6 Each possible product introduction date will have a corresponding overall
7 profit figure associated with it. Some products may be relatively insensitive to the
8 date of introduction; these products can be developed to be introduced an any
9 convenient time. Other products are extremely time sensitive, and must be
10 developed as quickly as possible. The time impact on product contribution to
11 corporate profits is used as part of the data considered in the optimization process.

12 The portfolio planning process is a process of optimizing a set of inputs to
13 maximize an output value. In the preferred system, the output to be maximized is
14 the overall profit to be made by products to be developed. This is shown in Figure
15 7, in which a planning engine 90 generates an output financial projection 92
16 consisting of the expected profit to be generated by a given product mix 94.
17 Product mix 94 is provided as an input to planning engine 90, and defines the
18 products that are in the portfolio and available for consideration. Data defining
19 available resources 96, project definitions 98, and time dependent financial
20 projections 100 are also provided.

21 As described above, resources 96 is a list of all available resources needed
22 to develop new products. Not all resources available to the company need be

1 considered; only those that relate to new product development are of interest.
2 Project definitions 98 are the list of tasks required to develop each possible product,
3 as described above. The financial projections 100 are also as described above.
4 Project definitions 98 and financial projections 100 are provided separately for each
5 possible product to be developed. Resources 96 includes all resources that are
6 available.

7 The planning process begins when a possible portfolio of new products is
8 provided as the product mix 94. Planning engine 90 generates a schedule 104 for
9 product development in the traditional manner, utilizing the sequence and timing
10 constraints contained in the project definitions. Development projects are
11 scheduled utilizing available resources, and the completion dates for the various
12 projects under consideration generates a dollar number for each product based
13 upon introduction date. Part of the scheduling process is the selection of which
14 products are to be developed; this list is preferably chosen to maximize overall
15 projected profit. A user determines whether the financial result and plan is suitable,
16 and may change the product mix if necessary. The planning process is an open
17 loop process, with the user changing the portfolio in order to determine the impact
18 on overall profitability.

19 As is normally the case, the scheduling process balances weighted interests
20 to generate a best overall schedule according to its inputs. The present system
21 uses financial projections, which differ depending on introduction date, as a
22 weighted factor in the optimization process. Thus, products which lose significant

1 profitability if they are introduced late are more likely to be scheduled for fastest
2 introduction, while less time sensitive products may be scheduled later. Of course,
3 those products that contribute the most to profitability have a priority in the
4 scheduling process.

5 In addition to the projected profit number 92, the present system also
6 generates a schedule to control the development process. This schedule is used
7 by project managers to determine their deadlines so that overall corporate
8 schedules and profit targets can be met.

9 The described system and method include time sensitive profit projects as
10 an integral part of the portfolio planning process. This ensures that not only will all
11 development projects occur in a timely manner, but that those that contribute the
12 most to corporate profits are emphasized. The ability to select the proper portfolio
13 of products to be developed can provide a significant strategic advantage to
14 companies that must constantly introduce new products.

15 While the invention has been particularly shown and described with
16 reference to a preferred embodiment, it will be understood by those skilled in the art
17 that various changes in form and detail may be made therein without departing from
18 the spirit and scope of the invention.

19